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## **Spirituality at Work and Organizational Citizenship Behavior: A Replication study in Taiwan**

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### **Introduction**

Interest in Management, Spirituality & Religion (MSR) research has surged over the last decade. However, most of the studies are done in the Western context. Tan and Geh's (2009) is an exception. In Tan and Geh's study, they provided a theoretical model linking spirituality at work with organizational citizenship behavior (OCB) through organizational commitment as the mediator and tested it empirically. The findings of the study, though exploratory, were interesting. They affirmed the effectiveness of affective commitment as a mediator between spirituality at work and OCB. Normative commitment, however, was not as effective. Their findings also show that continuance commitment did not mediate the relationship between spirituality at work and OCB.

Despite wide recognition that cultural settings may play a critical role in understanding human behavior, there has been a lack of systematic effort to validate research findings in different cultural settings. In this study, we aim to examine the generalizability of the Tan and Gen's (2009) study in the Taiwanese context. We believe that cultural setting of Singapore is different from that of Taiwan. Singapore is a multi-cultural and multi-religious city, whereas, Taiwan's cultural and religious settings are more homogenous.

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## **Theoretical Background**

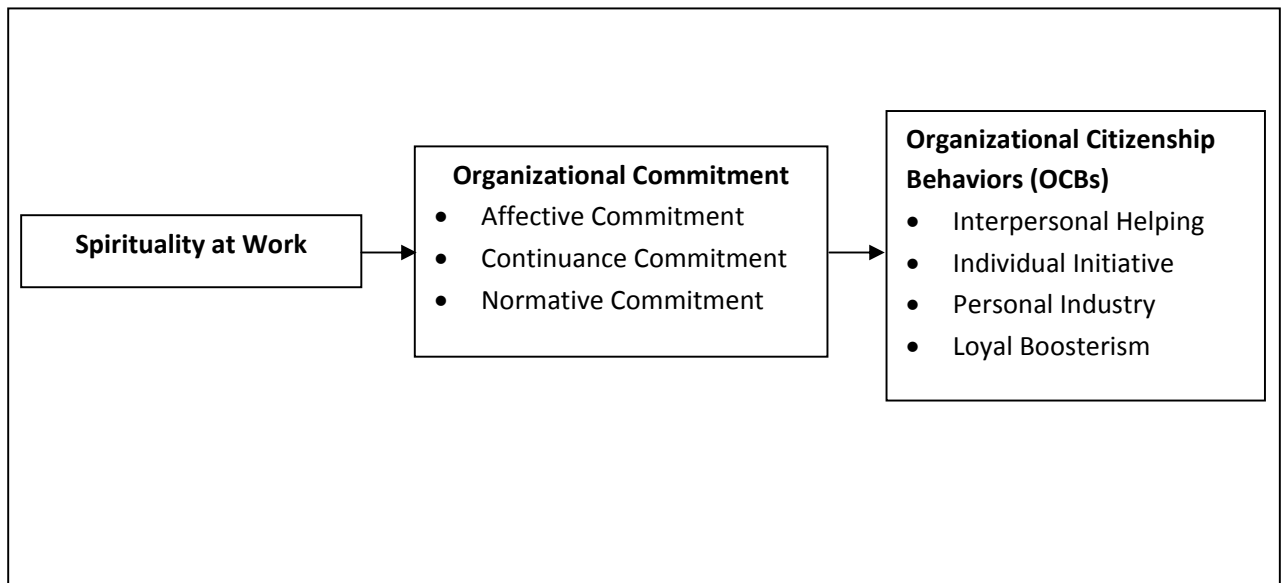
According to Mitroff and Denton's (1999), spirituality refers to "the basic feeling of being connected with one's complete self, others and the entire universe". We allude to this view as it captures three important facets of spirituality at work, namely, as inner life, meaning of work, and organizational values. In the literature, there are various conceptualization of OCB. In this study, we adopt the Moorman and Blakely's (1995) conceptualization of OCB which consists of four dimensions: (a) loyal boosterism – the promotion of the organizational image to outsiders; (b) interpersonal helping - the helping of co-workers in their jobs when such help is needed; (c) individual initiative - communications to others in the workplace to improve individual and group performance; and (d) personal industry - the performance of specific tasks above and beyond the call of duty. For organizational commitment, we adopt Allen and Meyer's (1991; 1996; 2000) tri-components of organizational commitment, namely, affective, continuance and normative commitment. Affective commitment refers to one's emotional attachment to the organization. Continuance commitment refers to the perceived costs of leaving the organization and normative commitment refers to feelings of obligation towards the organization.

In this replication study, we investigate the extent to which spirituality at work could influence OCB through the mediating effect of organization commitment as portrayed in Figure 1. Based on previous theoretical studies and empirical research, we argue that spirituality at work would positively influence organizational commitment (Fry, 2003; Giacalone and Jurkiewicz, 2003; Milliman et al., 2003; Jurkiewicz and Giacalone, 2004). Spirituality at work leads to a sense of connectedness within oneself and with others. This feeling of connectedness will help in fostering commitment in the organization.

Likewise, there is also theoretical support for the organizational commitment → OCB relationship (Wiener, 1982; Williams and Anderson, 1991; Moorman and Blakely, 1995; Sinha, 1997). When an employee is committed, he/she does not mind to contribute beyond call of duty and help others. Likewise, a committed employee will be motivated to project a good image of the organization, and take the initiative to improve the performance of the group and organization.

Linking the past research on spirituality at work → organizational commitment relationship and organizational commitment → OCB relationship, we expected that organizational commitment would be an effective mediator between spirituality at work and OCB.

**Figure 1: Spirituality at Work and OCBs**



### **Methodology**

The methodology for this replication study will be similar to that of Tan & Geh 2009. The questionnaire was translated to Chinese since English is not the working language in Taiwan.

Sample. A pilot test of 30 questionnaires was conducted between early February to early March, 2010. A formal administration of questionnaires was conducted between the end of March to the middle of April, 2010; a convenient sample was used in this study. 259 questionnaires were distributed to respondents who are at 18 yrs old and working full time in their present organization. 217 questionnaires were returned, with a response rate of 83.78%, all of which were utilized in the data analysis. 36.4% of the respondents were females. The modal age group is between 36-40 years old (26.3%) and 77.0% of the respondents had worked more than 5 years in their present organizations.

Measures. Moorman and Blakely's (1995) scale was used to measure OCB. Organizational commitment (OC) was operationalized using Allen and Meyer's (1990) tri-dimensional framework. Their scales measured the three dimensions of OC, namely, normative, affective, and continuance commitment. We select four relevant sub-scales developed by Ashmos and Duchon (2000) to measure spirituality at work in this study. The reason for choosing these sub-scales is that they capture Mitroff and Denton's (1999b) seminal definition of spirituality that allude to three important facets of spirituality at work namely, inner life, meaning of work, and organizational values. The fourth sub-scale: block to spirituality is used as a global measure of negative spirituality at work.

Back translations. A back translation was performed to ensure precise questionnaire translation. This process first included the initial translation from English into Chinese by one linguist, which is the research assistant of the second author of the paper, and editing of the translation by an equally qualified second linguist, which is the second author of the paper. The target translation is then translated back into English by a separate translator independent of the project and with no prior knowledge to make sure that the original English has been properly translated into the foreign language. The back translation gave a fair idea of the content of the questionnaire and made sure that the correct meaning was conveyed. It added an additional level of quality check to the questionnaire translation.

Data Analysis. The Judd and Kenny's (1981) mediation regression procedures were adopted to test the mediation effect of organizational commitment on spirituality at work and OCB. The procedures include the following three regression equations: (1) regressing the mediator on the independent variable; (2) regressing the dependent variable on both the independent variable on the independent variable; and (3) regressing the dependent variable on both the independent variable and on the mediator. To establish mediation, the following conditions must hold: First, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. According to Baron and Kenny (1986), there will be full mediation if the independent variable has no significant effect when the mediator is controlled for. There will be partial mediation is when the independent variable's effect is reduced in magnitude but is still significant when the mediator is controlled for.

## **Findings**

Psychometric Properties of Scales. Table 1 summarizes the scale means, standard deviations, reliabilities, and correlations. Except for Personal Industry, the alpha coefficients in the table are above Nunnally's 1978 recommended level of  $\alpha \geq 0.70$ . The alpha coefficient of Personal Industry is 0.64. An examination of the correlation matrix at Table 1 indicated that the correlation coefficients are less than 0.80. According to Billings and Wroten (1978) correlation coefficients that are lower than 0.8 do not pose a threat any threats of multi-collinearity for the study.

Mediating Effects of Affective Commitment. Table 2a to 2d shows the results of the mediation regression analyses of affective commitment and the four OCB dimensions. As predicted in our model, affective commitment fully mediated between organizational values and interpersonal helping and blocks to spirituality and interpersonal helping (OCB1). Partial mediation results were obtained the relationships between meaning at work and interpersonal helping and between inner life and interpersonal helping (see Table 2a). These findings are similar to those of the Singapore study.

Table 2b shows the results on the full mediation effect between organizational values and individual initiative (OCB2) and partial mediation effects between the other spirituality at work

dimensions (meaning at work, inner life and blocks to spirituality) and OCB2. In contrast, the Singapore study found no mediation between meaning at work and OCB2 and full mediation between blocks to spirituality and OCB2.

In accordance to our model, Table 2c confirmed that there were full mediation between the four spirituality at work dimensions and personal industry (OCB3). The Singapore study did not report any mediation effect between meaning at work and OCB3.

Table 2d reported partial mediation effects between the four spirituality at work dimensions and loyal boosterism (OCB4). The findings are similar to those of the Singapore study except that the Singapore study reported a full mediation effect between blocks to spirituality and OCB4.

Mediating Effects of Continuance Commitment. Table 3a to 3d show the findings on the mediation regression analyses of continuance commitment on the four OCB dimensions. Consistently, there were no mediating effects between continuance commitment and all the OCB dimensions. The results were similar to those of the Singapore study except that the Singapore study reported a partial mediation effect between organizational values and individual initiative (OCB2).

Mediating Effects of Normative Commitment. Table 4a to 4d report the results of the mediation regression analyses of normative commitment on OCB. Table 4a shows that normative commitment fully mediate between organizational values and interpersonal helping (OCB1) and blocks to spirituality and OCB1. There were partial mediation between meaning at work and OCB1 and between inner life and OCB1. In contrast, the Singapore study reported that there were no mediation effect between organizational values and OCB1 and partial mediation between the other three spirituality at work dimensions and OCB1.

Table 4b shows that normative commitment fully mediates between organizational values and OCB2 and partially mediates between the other three spirituality at work dimensions and OCB2. The Singapore study reported no mediation effect between spirituality at work and OCB2.

Table 4c reports full mediation effect between the four spirituality at work dimensions and personal industry (OCB3). In contrast, the Singapore study reported no mediation effect between meaning at work and OCB3 and between organizational values and OCB3.

Table 4d show that normative commitment partially mediated between the four spirituality at work dimensions and loyal boosterism (OCB4). The Singapore study has similar results except that normative commitment fully mediated between blocks to spirituality and OCB4.

## **Conclusions**

The results of this replication study are encouraging. Generally, the findings of the Singapore and Taiwanese studies are largely similar with some minor differences. The Taiwanese study shows that affective commitment is an effective mediator between spirituality work and OCB.

This is consistent with the findings of the Singapore study. Likewise, the findings of the Taiwanese study show that normative commitment is also a good mediator between spirituality at work and OCB. However, the findings of the Singapore study with respect to normative commitment were quite mixed. Both the Taiwanese and Singapore studies indicated that continuance commitment does not mediate between spirituality at work and OCB. This confirms previous studies on continuance commitment and OCB which reported low correlations between the two variables.

The findings of this replication study provide further empirical support for our model. In fact, the results of the Taiwanese study were more consistent with the predictions of our model. Future study should explore the role of normative commitment as a mediator between spirituality at work and OCB. The present study suggests that it is a good mediator, whereas, the Singapore study provided mixed results.

There are obvious limitations in this replication study. First, common method variance may pose a threat to the validity of the findings. The data in this study is based on self-reported measures on the same questionnaire. Second, the use of cross-sectional data is not a good test of causality. Third, all the scales in the study were translated to Chinese from the original English version. Although, extreme care was taken to ensure that translation is as close to the original text, there is still the possibility of mis-translations. Perhaps, this is one of the reason why the alpha for Personal Industry, one of established OCB sub-scale was only 0.64.

## Inter-Correlation Matrix

Variable	Mean	Standard Deviation	Meaning at Work	Inner Life	Blocks to Spirituality	Organizational Values	Affective Commitment	Continuance Commitment	Normative Commitment	Interpersonal Helping	Individual Initiative	Personal Industry	Loyal Boosterism	Age (control)	Education (control)	Gender (control)
Meaning at Work	3.62	0.66	(0.86)													
Inner Life	3.82	0.59	0.55**	(0.74)												
Blocks to Spirituality	2.37	0.84	-0.35**	-0.24**	(0.85)											
Organizational Values	3.42	0.82	0.61**	0.42**	-0.43**	(0.92)										
Affective Commitment	3.58	0.80	0.54**	0.30**	-0.58**	0.65**	(0.84)									
Continuance Commitment	3.24	0.68	0.29**	0.11	0.03	0.23**	0.22**	(0.69)								
Normative Commitment	3.52	0.79	0.56**	0.38**	-0.49**	0.71**	0.73**	0.38**	(0.86)							
Interpersonal Helping	4.03	0.56	0.32**	0.31**	-0.13	0.23**	0.26**	0.07	0.29**	(0.83)						
Individual Initiative	3.90	0.62	0.38**	0.45**	-0.26**	0.28**	0.32**	0.00	0.33**	0.66**	(0.86)					
Personal Industry	3.97	0.54	0.21**	0.22**	-0.20**	0.27**	0.30**	0.10	0.34**	0.38**	0.36**	(0.64)				
Loyal Boosterism	3.69	0.73	0.57**	0.45**	-0.42**	0.67**	0.62**	0.19**	0.65**	0.42**	0.53**	0.42**	(0.89)			
Age (control)	5.26	1.61	0.29**	0.35**	-0.03	0.19**	0.22**	0.21**	0.23**	0.07	0.20**	0.04	0.20**	(1.00)		
Education (control)	5.23	0.73	0.10	0.07	0.03	0.02	-0.03	0.00	-0.03	-0.02	0.08	0.07	0.06	0.14*	(1.00)	
Gender (control)	1.37	0.48	-0.23**	-0.15*	0.07	-0.27**	-0.17*	0.02	-0.21**	-0.01	-0.09	-0.07	-0.19**	-0.13	-0.11	(1.00)

\*\* Correlation is significant at the 0.01 level (2-tailed)  
 \* Correlation is significant at the 0.05 level (2-tailed)  
 ( ) Parenthesis denotes Alpha-Coefficient



**Table 2a: Results on the mediating effects of affective commitment (OC1) on the relationship between spirituality at work and interpersonal helping (OCB1)**

Mediator: OC1

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 1	Step 1: M on IV	0.56**	0.26**	0.65**	-0.58**
	<i>Plus Control Variable:</i>				
	1. Age	0.07	0.13	0.11*	0.20**
	2. Education	-0.09	-0.07	-0.06	-0.05
	3. Gender	-0.03	-0.11	0.02	-0.10
	Step 2: DV on IV	0.31**	0.31**	0.22**	-0.18**
	<i>Plus Control Variable:</i>				
	1. Age	-0.01	-0.03	0.04	0.07
	2. Education	-0.04	-0.03	-0.03	-0.02
	3. Gender	0.06	0.03	0.05	0.02
	Step 3: DV on IV and M	0.22**	0.25**	0.06	-0.03
	<i>Plus Control Variable:</i>	0.16*	0.22**	0.24**	0.26**
	1. Age	-0.02	-0.06	0.01	0.02
	2. Education	-0.03	-0.02	-0.01	-0.01
	3. Gender	0.07	0.06	0.05	0.04
Mediation Effects		Partial	Partial	Full	Full

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 2b: Results on the mediating effects of affective commitment (OC1) on the relationship between spirituality at work and individual initiative (OCB2)**

Mediator: OC1

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 2	Step 1: M on IV	0.56**	0.26**	0.65**	-0.58**
	<i>Plus Control Variable:</i>				
	4. Age	0.07	0.13	0.11*	0.20**
	5. Education	-0.09	-0.07	-0.06	-0.05
	6. Gender	-0.03	-0.11	0.02	-0.10
	Step 2: DV on IV	0.33**	0.42**	0.24**	-0.31**
	<i>Plus Control Variable:</i>				
	1. Age	0.09	0.04	0.14*	0.17**
	2. Education	0.03	0.04	0.05	0.05
	3. Gender	-0.01	-0.03	-0.01	-0.05
	Step 3: DV on IV and M	0.21**	0.36**	0.05	-0.18*
	<i>Plus Control Variable:</i>	0.22**	0.24**	0.29**	0.21**
	4. Age	0.08	0.01	0.11	0.13*
	5. Education	0.05	0.05	0.06	0.06
	6. Gender	0.00	0.00	-0.02	-0.03
	Mediation Effects	Partial	Partial	Full	Partial

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 2c: Results on the mediating effects of affective commitment (OC1) on the relationship between spirituality at work and personal industry (OCB3)**

Mediator: OC1

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 3	Step 1: M on IV	0.56**	0.26**	0.65**	-0.58**
	<i>Plus Control Variable:</i>				
	7. Age	0.07	0.13	0.11*	0.20**
	8. Education	-0.09	-0.07	-0.06	-0.05
	9. Gender	-0.03	-0.11	0.02	-0.10
	Step 2: DV on IV	0.18*	0.20**	0.22**	-0.26**
	<i>Plus Control Variable:</i>				
	1. Age	-0.02	-0.04	-0.01	0.02
	2. Education	0.06	0.07	0.08	0.08
	3. Gender	-0.01	-0.02	0.01	-0.02
	Step 3: DV on IV and M	0.01	0.13	0.05	-0.13
	<i>Plus Control Variable:</i>	0.30**	0.27**	0.27**	0.22**
	1. Age	-0.04	-0.07	-0.04	-0.02
	2. Education	0.09	0.09	0.09	0.09
	3. Gender	0.00	0.01	0.01	0.00
Mediation Effects		Full	Full	Full	Full

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 2d: Results on the mediating effects of affective commitment (OC1) on the relationship between spirituality at work and loyal boosterism (OCB4)**

Mediator: OC1

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 4	Step 1: M on IV	0.56**	0.26**	0.65**	-0.58**
	<i>Plus Control Variable:</i>				
	10. Age	0.07	0.13	0.11*	0.20**
	11. Education	-0.09	-0.07	-0.06	-0.05
	12. Gender	-0.03	-0.11	0.02	-0.10
	Step 2: DV on IV	0.54**	0.40**	0.63**	-0.49**
	<i>Plus Control Variable:</i>				
	1. Age	0.03	0.04	0.07	0.16**
	2. Education	0.01	0.03	0.05	0.05
	3. Gender	-0.05	-0.11	0.00	-0.11
	Step 3: DV on IV and M	0.28**	0.26**	0.40**	-0.20**
	<i>Plus Control Variable:</i>	0.47**	0.55**	0.36**	0.49**
	1. Age	0.00	-0.03	0.03	0.06
	2. Education	0.05	0.07	0.07	0.07
	3. Gender	-0.03	-0.05	-0.01	-0.07
Mediation Effects		Partial	Partial	Partial	Partial

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 3a: Results on the mediating effects of continuance commitment (OC2) on the relationship between spirituality at work and interpersonal helping (OCB1)**

Mediator: OC2

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 1	Step 1: M on IV	0.24**	0.00	0.16*	-0.01
	<i>Plus Control Variable:</i>				
	1. Age	0.16*	0.22**	0.19**	0.22**
	2. Education	-0.02	-0.01	-0.01	-0.01
	3. Gender	0.12	0.07	0.11	0.07
	Step 2: DV on IV	0.31**	0.31**	0.22**	-0.18**
	<i>Plus Control Variable:</i>				
	1. Age	-0.01	-0.03	0.04	0.07
	2. Education	-0.04	-0.03	-0.03	-0.02
	3. Gender	0.06	0.03	0.05	0.02
	Step 3: DV on IV and M	0.33**	0.31**	0.22**	-0.18**
	<i>Plus Control Variable:</i>				
	1. Age	0.00	-0.03	0.04	0.07
	2. Education	-0.04	-0.03	-0.03	-0.02
	3. Gender	0.07	0.03	0.06	0.02
Mediation Effects		No	No	No	No

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 3b: Results on the mediating effects of continuance commitment (OC2) on the relationship between spirituality at work and individual initiative (OCB2)**

Mediator: OC2

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 2	Step 1: M on IV	0.24**	0.00	0.16*	-0.01
	<i>Plus Control Variable:</i>				
	4. Age	0.16*	0.22**	0.19**	0.22**
	5. Education	-0.02	-0.01	-0.01	-0.01
	6. Gender	0.12	0.07	0.11	0.07
	Step 2: DV on IV	0.33**	0.42**	0.24**	-0.31**
	<i>Plus Control Variable:</i>				
	4. Age	0.09	0.04	0.14	0.17**
	5. Education	0.03	0.04	0.05	0.05
	6. Gender	-0.01	-0.03	-0.01	-0.05
	Step 3: DV on IV and M	0.36**	0.42**	0.26**	-0.31**
	<i>Plus Control Variable:</i>	-0.15*	-0.07	-0.10	-0.07
	4. Age	0.12	0.05	0.16*	0.19**
	5. Education	0.02	0.04	0.05	0.05
	6. Gender	0.01	-0.02	0.00	-0.04
Mediation Effects		No	No	No	No

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 3c: Results on the mediating effects of continuance commitment (OC2) on the relationship between spirituality at work and personal industry (OCB3)**

Mediator: OC2

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 3	Step 1: M on IV	0.24**	0.00	0.16*	-0.01
	<i>Plus Control Variable:</i>				
	7. Age	0.16*	0.22**	0.19**	0.22**
	8. Education	-0.02	-0.01	-0.01	-0.01
	9. Gender	0.12	0.07	0.11	0.07
	Step 2: DV on IV	0.18*	0.20**	0.22**	-0.26**
	<i>Plus Control Variable:</i>				
	7. Age	-0.02	-0.04	-0.01	0.02
	8. Education	0.06	0.07	0.08	0.08
	9. Gender	-0.01	-0.02	0.01	-0.02
	Step 3: DV on IV and M	0.18*	0.20**	0.22**	-0.26**
	<i>Plus Control Variable:</i>				
	7. Age	-0.02	-0.04	-0.01	0.02
	8. Education	0.06	0.07	0.08	0.08
	9. Gender	0.00	-0.02	0.01	-0.02
Mediation Effects		No	No	No	No

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 3d: Results on the mediating effects of continuance commitment (OC2) on the relationship between spirituality at work and loyal boosterism (OCB4)**

Mediator: OC2

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 4	Step 1: M on IV	0.24**	0.00	0.16*	-0.01
	<i>Plus Control Variable:</i>				
	10. Age	0.16*	0.22**	0.19**	0.22**
	11. Education	-0.02	-0.01	-0.01	-0.01
	12. Gender	0.12	0.07	0.11	0.07
	Step 2: DV on IV	0.54**	0.40**	0.63**	-0.49**
	<i>Plus Control Variable:</i>				
	10. Age	0.03	0.04	0.07	0.16**
	11. Education	0.01	0.03	0.05	0.05
	12. Gender	-0.05	-0.11	0.00	-0.11
	Step 3: DV on IV and M	0.54**	0.40**	0.63**	-0.48**
	<i>Plus Control Variable:</i>				
	10. Age	0.03	0.01	0.07	0.14*
	11. Education	0.01	0.03	0.05	0.05
	12. Gender	-0.05	-0.12	0.00	-0.12*
	Mediation Effects	No	No	No	No

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)



**Table 4a: Results on the mediating effects of normative commitment (OC3) on the relationship between spirituality at work and interpersonal helping (OCB1)**

Mediator: OC3

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 1	Step 1: M on IV	0.54**	0.32**	0.68**	-0.53**
	<i>Plus Control Variable:</i>				
	13. Age	0.07	0.11	0.10*	0.20**
	14. Education	-0.09	-0.07	-0.06	-0.05
	15. Gender	-0.09	-0.16*	-0.02	-0.15**
	Step 2: DV on IV	0.31**	0.30**	0.22**	-0.18**
	<i>Plus Control Variable:</i>				
	13. Age	-0.01	-0.03	0.04	0.07
	14. Education	-0.04	-0.03	-0.03	-0.02
	15. Gender	0.06	0.03	0.05	0.02
	Step 3: DV on IV and M	0.22**	0.24**	0.03	-0.04
	<i>Plus Control Variable:</i>				
	13. Age	-0.02	-0.06	0.01	0.01
	14. Education	-0.03	-0.02	-0.01	-0.01
	15. Gender	0.08	0.07	0.06	0.06
	Mediation Effects	Partial	Partial	Full	Full

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 4b: Results on the mediating effects of normative commitment (OC3) on the relationship between spirituality at work and individual initiative (OCB2)**

Mediator: OC3

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 2	Step 1: M on IV	0.53**	0.32**	0.68**	-0.53**
	<i>Plus Control Variable:</i>				
	16. Age	0.07	0.11	0.10*	0.20**
	17. Education	-0.09	-0.07	-0.06	-0.05
	18. Gender	-0.09	-0.16*	-0.02	-0.15**
	Step 2: DV on IV	0.33**	0.42**	0.24**	-0.31**
	<i>Plus Control Variable:</i>				
	16. Age	0.09	0.04	0.14*	0.17**
	17. Education	0.03	0.04	0.05	0.05
	18. Gender	-0.01	-0.03	-0.01	-0.05
	Step 3: DV on IV and M	0.22**	0.35**	0.05	-0.20**
	<i>Plus Control Variable:</i>	0.20**	0.21**	0.28**	0.20**
	16. Age	0.08	0.02	0.11	0.13*
	17. Education	0.05	0.05	0.06	0.06
	18. Gender	0.01	0.00	0.00	-0.02
Mediation Effects		Partial	Partial	Full	Partial

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 4c: Results on the mediating effects of normative commitment (OC3) on the relationship between spirituality at work and personal industry (OCB 3)**

Mediator: OC3

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 3	Step 1: M on IV	0.53**	0.32**	0.68**	-0.53**
	<i>Plus Control Variable:</i>				
	19. Age	0.07	0.11	0.10*	0.20**
	20. Education	-0.09	-0.07	-0.06	-0.05
	21. Gender	-0.09	-0.16*	-0.02	-0.15**
	Step 2: DV on IV	0.18*	0.20**	0.22**	-0.26**
	<i>Plus Control Variable:</i>				
	19. Age	-0.02	-0.04	-0.01	0.02
	20. Education	0.06	0.07	0.08	0.08
	21. Gender	-0.01	-0.02	0.01	-0.02
	Step 3: DV on IV and M	-0.01	0.10	-0.03	-0.11
	<i>Plus Control Variable:</i>	0.35**	0.32**	0.36**	0.28**
	19. Age	-0.04	-0.07	-0.05	-0.04
	20. Education	0.10	0.09	0.10	0.10
	21. Gender	0.02	0.03	0.02	0.02
Mediation Effects		Full	Full	Full	Full

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

**Table 4d: Results on the mediating effects of normative commitment (OC3) on the relationship between spirituality at work and loyal boosterism (OCB4)**

Mediator: OC3

DV	Regression Model	Independent Variables			
		<u>Meaning at Work</u>	<u>Inner Life</u>	<u>Organizational Values</u>	<u>Blocks to Spirituality</u>
OCB 4	Step 1: M on IV	0.53**	0.32**	0.68**	-0.53**
	<i>Plus Control Variable:</i>				
	22. Age	0.07	0.11	0.10*	0.20**
	23. Education	-0.09	-0.07	-0.06	-0.05
	24. Gender	-0.09	-0.16*	-0.02	-0.15**
	Step 2: DV on IV	0.54**	0.40**	0.63**	-0.49**
	<i>Plus Control Variable:</i>				
	22. Age	0.03	0.04	0.07	0.16**
	23. Education	0.01	0.03	0.05	0.05
	24. Gender	-0.05	-0.11	0.00	-0.11
	Step 3: DV on IV and M	0.28**	0.22**	0.37**	-0.22**
	<i>Plus Control Variable:</i>	0.49**	0.57**	0.38**	0.51**
	22. Age	-0.01	-0.02	0.03	0.06
	23. Education	0.06	0.07	0.07	0.08
	24. Gender	-0.01	-0.02	0.01	-0.04
Mediation Effects		Partial	Partial	Partial	Partial

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

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